

# The professional profile of PhD-holders

**Patrycja Romaniuk**

## Patrycja Romaniuk Sustainability

patrycja.romaniuk@engees.unistra.fr

### Core business

#### PHASE 1 Skill development

I developed the skill to set ambitious yet realistic professional goals by continuously assessing industry trends and aligning them with my career aspirations. To enhance my employability, I proactively sought opportunities for skill development and leveraged my networks to broaden my expertise. I embraced mentorship, receiving guidance to refine my goals and approaches effectively. This adaptability allowed me to transfer my skills across different fields and appreciate the international dimensions of my career. I managed my professional growth through strategic planning and continual learning, ensuring my skillset, personal qualities, and achievements remained relevant and advanced.

*Sets his professional goals to be ambitious yet realistic.*

*Identifies and develops means to enhance his employability throughout his career; manages his professional development.*

*Broadens and upgrades his skillset, personal qualities and achievements.*

*Uses his networks to expand his scope of competence.*

*Knows how to transfer his expertise to other fields of activity.*

*Realizes the necessarily international dimension of his career path.*

*Accepts input from a mentor or coach to benefit his professional development.*

#### PHASE 1 Evaluation

Scientific training in the doctoral school as well as preparing a dissertation is a good lesson in critical evaluation of quality of data sources as well as results of my own work. Discussing my work with peers globally outside of my institutions gives me context and validates my ideas and work. Each constructive feedback is carefully reflected upon and then integrated if relevant and adequate. I know my limitations regarding providing constructive feedback scientific to others and I work towards improving them.

*Evaluates the value of various documents concerning his field of expertise.*

*Is able to judge his own results in terms of both quality and added value.*

*Is willing to expose ideas to a critical audience; takes others' opinions of his work into account.*

*Is willing to evaluate the work of other contributors and provides reasoned, realistic judgments of others' work.*

#### PHASE 1 Information management

Scientific training in doctoral school and preparing my thesis in close cooperation with several scientists and under double supervision prepared me to review well SOTA, time constraints in a complex international program, and under double pressure on cotutelle, even forced efficient identification of data sources and data/knowledge management. Judging the pertinence of information is something I learn every day - I don't think this journey ever ends.

*Knows how to review the state of the art (SOTA) in a scientific topic.*

*Makes efficient use of information-gathering methods, identifies pertinent resources, particularly bibliographic resources.*  
*Masters web-based research (e.g., bibliographic databases, patent databases)*  
*Knows how to judge the pertinence of information, critique sources and check source reliability.*  
*Designs and implements information-gathering and management systems using suitable technology.*  
*Addresses issues relating to the security and life cycle of data.*  
*Seeks out support from experts in information and data management.*

### **PHASE 1 Expertise and methods**

I developed a deep mastery of my field by first grounding myself in its fundamental knowledge and key concepts, learning their historical evolution and significance. To stay current with recent progress, I regularly engaged with contemporary research through journals and conferences. My understanding of research activities took on an international perspective as I collaborated with global peers. Proficient in the investigative methods and techniques of my field, including mathematics and statistics, I learned to select those best suited for specific research objectives and developed the ability to consider and evaluate alternative methods. I refined my skills in problem formulation and hypothesis development through practical application.

*Masters the basic knowledge and key concepts of his field and knows their history and their significance.*  
*Is familiar with recent progress in his field.*  
*Can view his research activities within an international context.*  
*Is familiar with the investigative methods and techniques of his field (including mathematics and statistics) and can explain why they are appropriate for a given purpose.*  
*Is able to consider alternative methods and techniques.*  
*Is able to formulate problems and hypotheses according to needs.*  
*Defends his research findings in a constructive manner; provides evidence to support his ideas and proposals.*  
*Organizes his presentations in a clear, informative and concise manner.*

## **Personal and relational qualities**

### **PHASE 1 Communication**

I honed my skills in crafting persuasive presentations and communication by consistently targeting my messages to the specific needs and understandings of various audiences. I mastered the use of diverse communication tools, from PowerPoint to digital media platforms, ensuring my presentations were both engaging and informative. Additionally, I focused on maintaining a professional online identity, strategically aligning my digital presence with my career goals. My commitment to knowledge sharing within my company was demonstrated through regular workshops and training sessions, enhancing my teaching skills. Furthermore, my proficiency in English and another world language allowed me to communicate across different cultural contexts effectively.

*Knows how to put together a persuasive presentation and communicate about his project or his activity.*  
*Understands, interprets and communicates appropriately in a register suited to his aims and his audience.*  
*Masters a range of communication tools.*  
*Masters his online identity.*  
*Contributes to the dissemination of knowledge within the company, and demonstrates effective teaching skills.*  
*Is proficient in at least English and one other world language.*

### **PHASE 1 Collaboration**

I developed the skill of building and maintaining cooperative networks by actively engaging in industry events and online forums, which allowed me to expand my professional connections. I strategically cultivated these relationships to benefit both my personal career and my company's goals. Recognized as an authority in my field, I frequently contributed expert insights and advice, further solidifying my reputation and network influence. Additionally, I consistently assessed

potential partnerships, weighing their benefits against their limitations, and skillfully navigating both shared and conflicting interests to foster collaborative success and drive mutual gains.

*Develops and maintains cooperative networks.*  
*Knows how to build a professional network for his own and the company's benefit.*  
*Is considered an authority in his field of expertise.*  
*Is able to envisage his work in a partnership framework; evaluates the benefits and limitations of a partnership and identifies shared and conflicting interests.*

### **PHASE 1 Analysis, synthesis and critical thinking**

I developed the skill of analyzing and synthesizing information through a disciplined approach to research and evaluation. By consistently reviewing both my findings and those of my peers, I honed my ability to extract and clearly articulate key ideas. I prioritized information based on relevance to specific goals, ensuring effective communication. My approach is marked by intellectual rigor and objectivity; I actively consider multiple perspectives and am willing to adjust my views based on new evidence or arguments. This openness helps me maintain reasoning that is free from dogmatic influences, allowing me to provide balanced and well-founded analyses.

*Analyzes his own findings and those of his peers.*  
*Is able to synthesize; expresses key ideas clearly.*  
*Can sort and rank information according to the goal.*  
*Pursues his reasoning and hypotheses free of dogmatism or ideological bias.*  
*Has the objectivity to consider various schools of thought; is able to modify his point of view.*  
*Demonstrates intellectual rigor.*

### **PHASE 1 Open-mindedness and creativity**

I developed my ability to acquire knowledge and demonstrate flexibility by actively engaging in interdisciplinary activities, which broadened my understanding and approach to complex problems. My style of questioning and scientific doubt was honed through regular participation in research groups and academic discussions, fostering a constructive and critical mindset. I embraced new ideas by experimenting with innovative solutions and approaches, always ready to seize opportunities that emerged from my work. I sought collaboration on international projects to effectively interact with professionals from various cultural backgrounds, enhancing my cultural competence and adaptability.

*Demonstrates an ability to acquire knowledge; shows flexibility and open-mindedness. Engages in interdisciplinary activities.*  
*Possesses a constructive style of questioning and scientific doubt.*  
*Develops, takes ownership of and tests new ideas; is clever; seizes opportunities.*  
*Interacts with and seeks the collaboration of professionals of different cultures; knows how to accommodate cultural differences.*

### **PHASE 1 Commitment**

I was always privileged enough to be able to follow my internal sources of motivation. Dealing with such aspects of the job as adversity, routine, determination, failures, relying on support, and managing a challenging endeavour (my small company was competing in bids with Big Four due to the structure of the market back in the day) for 10+ years demonstrates relevant skills.

*Recognizes and can clearly identify his sources of motivation.*  
*Is able to sustain his commitment and motivation in the face of setbacks and adversity.*  
*Deals efficiently with the routine aspects of his job.*  
*Strives for excellence; shows determination.*  
*Learns from his mistakes and bounces back from failures.*  
*Relies on the support and assistance of his peers.*

### **PHASE 1 Integrity**

Due to personal values and previous experiences that involved not just ethical consequences but tangible reputational, legal, and financial risks in case of any breach of professional integrity, I always maintain the highest professional standards. I also know the code of conduct of social scientists, especially in the case of transdisciplinary and participatory action approaches that are very ethically demanding.

*Respects the standards and practices of his entity.  
Demonstrates integrity in the processing and dissemination of data.  
Demonstrates integrity with respect to his partners' or competitors' contributions in accordance with intellectual property rules.  
Upholds the confidentiality and anonymity of subjects taking part in studies and research.  
Honors his commitments and ensures the congruence between actions and words.  
Declares any conflict of interest.*

### **PHASE 1** Balance

I suffered from burnout, ironically, doing what I loved. That's the best teacher regarding personal boundaries and limitations.

*Is aware of his aptitudes, knows how to take advantage of them and demonstrate them.  
Expresses himself relevantly, confidently and didactically.  
Recognizes the limits of his knowledge, skills and expertise, and knows where to find support when needed.  
Is able to consider his practices and experience as part of the bigger picture.  
Develops his strengths and knows how to correct his weaknesses by seeking the opinion of others.  
Is aware of the need to reconcile career and personal life.  
Develops mechanisms to cope with pressure and seeks support when needed.*

### **PHASE 1** Listening and empathy

A 3-year training in mediation, negotiation, and non-judicial conflict resolution and 2-year "train the trainer" training for facilitating and educating groups of adults to develop good listening skills and empathy. This training was followed by solving conflicts, training groups, and leading dialogues, as well as managing teams for more than 15 years.

*Has the ability to listen in various situations.  
Understands the needs and way of thinking of the people he deals with, including those with a different field of expertise, occupation and/or culture.*

### **PHASE 1** Negotiation

I studied Mediation, negotiation, and non-judicial conflict resolution for 3 years and earned a Master's in complex environmental conflict resolution. Then, I started to work as an environmental mediator. I deepened my skills while negotiating contracts with clients, where the value of the contract could easily reach 25000 eur (excluding contractual penalties reaching 1 mln eur) and negotiations could take a week and be accompanied by layers.

*Is able to detect people's unstated needs based on the requests they formulate.  
Knows how to reconcile the drivers, requirements and constraints of his contacts to reach a consensus, and is able to gather all the information needed to do so.*

## **Business management and value creation**

### **PHASE 1** Project management

Projects I managed were mostly acquired by me, either by applying for grants or by selling my services. They also required me to buy complex services, like programming based on good-quality specifications, which I had to prepare. All my projects were subject to scrutiny (much more strict than grant scrutiny in the academic sector) from the funding body (in the case of grants) or the clients, so I had to undergo a very strict evaluation.

*Plans projects to meet goals in accordance with strategy and priorities, and taking quality, deadline and budget constraints into account.*  
*Knows how to write specifications.*  
*Is accountable for resources used and for meeting the deadlines and quality requirements of the deliverable.*  
*Reacts efficiently and appropriately to change and unforeseen events.*  
*Conducts his project within a framework of auditing and evaluation, deploying the appropriate systems.*

### **PHASE 1** Managing change

To stay competitive, no matter which industry (academia, business, NGO, etc.) one needs to continuously improve. Improving anything means changing it. Change comes with resistance because change is always something unknown, so it requires knowledge on how to manage, e.g., people's emotions, how to effectively communicate, etc. Running a company for 10+ years is impossible without all these skills because the market changes too much and forces one to adapt and, therefore, manage change.

*Can adapt his approach and the project organization according to imperatives.*  
*Adapts to changes and opportunities; knows how and where to find advice.*

### **PHASE 1** Managing risks

One of the projects I implemented was an IT service, a digital platform. The risks were numerous: the insufficient number of clients (due to flawed marketing, pricing, responding to needs, etc.), the flawed architecture of the service, the changing legal environment, and insufficient funding. All that meant very high financial risk. The platform, however, was launched and worked well enough to be later sold. CSR services were the core offer of my business.

*Can determine the risks related to his project and the means for controlling them.*  
*Is aware that technological and financial risks increase during the innovation process.*  
*Understands the concept of corporate social responsibility.*

### **PHASE 1** Decision-making

Leading a company for 10+ years is the best test for decision-making.

*Knows how to make appropriate decisions for each phase of his project.*  
*Assists his line management in making major decisions (e.g., reporting, scenarios)*

### **PHASE 1** Obtaining and managing funding

The list of funding sources where I obtained funding via writing grant applications and managed/co-managed projects: Innovative Economy Operational Programme 2007-2013, National Center for Research and Development (Social Innovation Programme), European Climate Foundation, European Education and Culture Executive Agency, Swiss Contribution, EEA and Norway Grants, 7th Framework Programme of European Commission. Managing a portfolio of 40+ clients for 10+ years required skills in determining profitability etc.

*Manages his own funding and is comfortable in discussions with budget, financial and economic decision-makers.*  
*Understands the funding process and knows how to determine the profitability of an activity.*  
*Knows how to answer a request for proposals and/or write a grant application.*

### **PHASE 1** People management

I spent 15+ working in teams comprising people from different backgrounds and cultures, most of the time in leadership positions. I co-directed a company for 10+ years (in equal positions),

which is impossible for such a long time without effective teamwork skills. I hired a team of between 2-7 people, which required developing HR skills and was subject to legal regulations. Non-discrimination, diversity and equality was always a core standard as one of my personal values.

*Has experience with teamwork; knows how to encourage, support and recognize the contributions of each player.*

*Knows how to be a team player.*

*Is able to win the trust of his peers and his line management.*

*Can report on his activities.*

*Supports his peers when needed and can provide assistance.*

*Understands human resources policies and management tools such as recruitment, evaluation, remuneration and strategic workforce planning.*

*Takes safety, social responsibility and labor law requirements into account.*

*Upholds rules on non-discrimination and equal opportunity among employees.*

### **PHASE 1** Producing results

Half of my professional life depended on grants (transforming ideas into applications and then implementation) and half on working with corporate clients to deliver intelligence and expertise (transforming ideas into tangible solutions for clients). E.g., initial setbacks in selling co-authored simulation games as training tools led to rapid re-designing of them followed by many companies buying our product.

*Knows how to transform ideas into innovations.*

*Quickly deploys prototype and test phases; involves internal and external customers in these phases.*

*Learns the lessons of the initial tests.*

*Understands the policies and processes involved in publishing and exploiting research outcomes in his entity.*

*Is able to determine the most appropriate means of exploiting his results (e.g., patent, publication).*

### **PHASE 1** Intellectual and industrial property

Setting up a company with its own know-how as a service and visual identification, working on numerous projects and clients, including partnerships with scientific institutions, on knowledge generated as a product, was a good school of intellectual/industrial property and copyright protection. I worked with stock exchange companies, where leaking any information could be considered to impact the stock exchange rate and subject to paying a 1 mln euro fine from my own pocket.

*Has basic knowledge of the rules of intellectual/industrial property and copyright as they apply to his own activities.*

*Understands the advantages and drawbacks of filing a patent.*

*Is aware of the importance of controlling the release of information.*

### **PHASE 1** Customer focus

The company I led for 10+ years operated internationally, and the work included meticulous stakeholder (not just client) management as part of the risk mitigation and growth strategy. That included continuously gathering information on their needs and expectations. My portfolio includes about 40+ clients from 15+ industries, confirmed by references, agreements, and demonstrated expertise and knowledge of marketing, although most business was generated by referrals.

*Is attentive to national and international markets; takes incoming and outgoing communication (suppliers, customers) into account.*

*Gathers information on the needs and expectations of internal and external customers.*

*Uses his technical expertise and familiarity with products to propose solutions tailored to customers.*

*Masters the basics of marketing.*

## Strategy and Leadership

### PHASE 1 Strategy

I developed this skill while working in many different organizations and with many clients, where understanding how the project fits the overall strategy is essential to keep the team motivated and the top management constantly supporting the efforts. The essential is to understand that "the language of the benefits" should be used also in the case of internal clients. Understanding formal and informal relationships between entities and individuals helped, e.g., avoiding conflicts in the team.

*Is aware of how his project fits into the organization's strategy and the strategic directions of the sector or field of activity.*

*Understands relationships between entities and individuals (the role and drivers of each).*

*Is able to identify influential people that support his projects and understand what they stand to gain from it.*

### PHASE 1 Leadership

I was mainly in leadership positions during my professional career, especially during a 10-year entrepreneurial period, managing a team of several people. In unstructured teams (for example, during training), the group often looks to me to provide direction and leadership. Even if not officially in a leadership position, I build trustful relations legitimizing leadership activities.

*Exercises leadership in connection with a project of which he is in charge.*

*Knows how to be persuasive and enlist support for a project*

*.Mobilizes skills for a project of which he is not in charge; manages human resources even when people do not officially report to him.*

*Builds alliances.*

*Establishes relationships based on trust.*